Jordan Civil Society Program

INSTITUTIONAL DEVELOPMENT ASSESSMENT

Introduction[1]

The Institutional Development Assessment (IDA) enables a project to measure the level of the development of NGOs. The IDA defines institutional development as the strengthening of organizational capacities for influencing local policy decisions, providing services, and creating systems to facilitate such activities. Institutional development results in strengthened local communities and more effective and sustainable local NGOs. NGOs are seen as institutions embodying purposes and values shared with the larger community and the rest of civil society. This instrument will help Civil Society Program evaluate the results of a project and its impact on grantee organizations.

For project sub-grantees the assessment process is an element of institutional self-reflection which in and of itself affords an opportunity to strengthen the organization. Thus the assessment must be a mutual undertaking conducted jointly by a project consultant and the staff of a given NGO. From the point of view of the NGO, the result of the assessment is less significant than the actual process of assessing the organization's strengths and weaknesses. NGOs will benefit from the IDA only if they are active participants in the entire assessment process.

The IDA will be used, in whole or in part, to:

1. Establish an NGO's stage of institutional development and develop a plan for organizational change aiming to strengthen the organization;
2. Monitor and evaluate the progress of an NGO's organizational development;
3. Educate NGO staff about the functioning and requisite attributes of an effective NGO;
4. Determine commitment to change within the NGO;
5. Assess training needs;
6. Develop a plan of action to broaden the NGO's financial base.

The Institutional Development Assessment categorizes NGOs according to four distinct stages of development:

1. Start-up
2. Developing
3. Consolidating/Expanding
4. Functional

It then identifies four components or functional areas of organization:

1. Management Systems
2. Financial Resources
3. External Relations
4. Programs/Services Delivery

It is important to note that organizations could be in different stages of development in each of the four functional areas. An organization may be in the Consolidating/Expanding stage with respect to Management Systems, but still in the Start-up stage in terms of Financial Resources. This is to be expected, and the awareness of such a state of affairs will help an organization define what it needs to focus on to reach the next stage of development. The IDA generates a "snap shot" of an organization at a given point in time. As NGOs continue efforts to strike a balance between achieving a sufficient level of professionalism and

avoiding excessive bureaucratization, the assessors must take into account the organizations own needs in such a manner so as to enable the formulation of a developmental action plan.

CSP will measure institutional change not so much to evaluate the organization as such, but to assess the results of the project. For the grant recipient the rating received will be less important than the insight gained concerning strengths and weaknesses, the specification of developmental needs, and the formulation of a plan to meet these needs.

DESCRIPTION OF THE IDA:

The IDA is divided into four worksheets corresponding to the four functional areas to be evaluated:

WORKSHEET I	**-**	**Management Systems**
WORKSHEET II	**-**	**Financial Resources (raising and utilizing funds)**
WORKSHEET III	**-**	**External Relations**
WORKSHEET III	**-**	**Programs/Service Delivery**

Each worksheet contains five parts:

 Part 1 - questions concerning the existence of basic functional elements of the organization,

Part 2 - questions evaluating the utilization of the elements identified in Part 1,

Total Score - a summary of the points received for each functional field,

Conclusions - definition of the stage of development,

Weak and strong points of the organization in a given functional field.

HOW TO FILL OUT THE IDA:

The basic information about an NGO will be completed by each organization on its own and approved by an authorized member of the organization's executive board.

Part 1 and 2 of each Worksheet will be completed by:

a) A discussion session between representatives of the NGO. The session is best facilitated by an external facilitator who has solid experience in facilitation as well as strong communication skills. The session should include representatives of the various units and departments in the NGO in order to ensure inclusion of different points of views and experiences. (In sessions run by the Jordan Civil Society Program the facilitator was assigned by the Program).
b) Discussions and interviews with the NGO's administration, partners and clients
c) Analysis of documentation available in the organization

After the discussion of answers to questions in Part 1 and 2, the NGO will complete the score sheet in the appropriate sections. Based on the total score received on a particular worksheet, the NGOs representatives will establish the stage of the NGO's development. The completed IDA will be signed by the NGO management's representative.

The following stages of development are used in the IDA:

1. START-UP
The organization is constructing its fundamental sub-systems and functional elements.

2. DEVELOPING
The organization has already created its basic functional systems and aims to develop and expand them, while also expanding the scope of its activities.

3. CONSOLIDATING/EXPANDING
The organization already has the potential and mechanisms enabling effective action, the organization is capable of and committed to improving its systems, thus increasing its sustainability.

4. FUNCTIONAL
All the organizational and management elements ensure the organization's sustainability and effectiveness.

Conclusions, weak and strong points of an NGO shall be described by a consultant in consultation **with** the NGO's representative(s) based on an analysis of the information provided, the NGO's documentation and activities conducted.

The outcome of the assessment will not influence grant decisions made by the project and will not be available to Selection Committee members. The assessment will be used to:

1) Evaluate Project accomplishments as a whole,
2) Develop a training needs assessment/offer for the NGO
3) Serve as a basis of an Institutional Improvement Plan (IIP) of changes needed to strengthen the NGO.

ANSWERS CRITERIA:

Definitely No: The question is asking about something that doesn't exist, and have never been thought of before. There is no hint or clue that makes achieving or creating it possible in anytime soon.

No: The question is asking about something that doesn't exist, yet it was thought of before. It was never achieved in reality, but some elements that make achieving it possible are available.

Yes: The question is asking about something that exists, but might not have been documented. It can be incomplete, not completely satisfactory, or needs improvement.

Definitely Yes: The question is asking about something that exists, documented, known by everybody, completely satisfactory and doesn't need any further improvement.

BASIC INFORMATION ABOUT THE ORGANIZATION

1. Name, address, telephone, fax:

2. Registration date: Registered at Ministry of:

3. Legal status:

4. Full name and title of person(s) authorized to represent the organization:

5. Number of members: (for associations)
   Number of founders - individuals and/or organizational: (for foundations)
   Board Members:
   Trustees:
   Patron:

6. Number of full-time employees:

7. Number of part-time employees:

8. Number of volunteers:

9. Number of branches (if any):

10. Geographical location of branches:

11. Mission (general description):

12. Organizational structure: (Please attach diagram if available):

13. Departments or units within the organization:

14. Terms of reference of each of the departments or units:

15. Beneficiaries of the organization:

16. Main activities/projects currently underway: (name, duration, objective, partners, implementation status, results)

Project's Name	Project Duration	Objective(s)	Partner(s)	Implementation Status	Results

17. Main activities/projects planned for the next two years: (objective, proposed partners, implementation time, and planned results)

Project	Objective(s)	Proposed Partner(s)	Implementation time	Planned Results

18. Organization budget for the last two years and sources of financing:

Year:	
Source of financing	**Amount (in local currency)**
1. Own funds (excluding commercial activities)	
2. Subsidies from local government	
3. Subsidies from state budget	
4. Corporate donations, gifts	
5. Donations, gifts from private individuals	
6. Donations, gifts, grants from national organizations	
7. Donations, gifts, grants from foreign organizations	
8. Donations, gifts, grants from United Nations	
9. Commercial activity	
10. Other (specify type)	
TOTAL:	

Year:	
Source of financing	**Amount (in local currency)**
1. Own funds (excluding commercial activities)	
2. Subsidies from local government	
3. Subsidies from state budget	
4. Corporate donations, gifts	
5. Donations, gifts from private individuals	
6. Donations, gifts, grants from national organizations	
7. Donations, gifts, grants from foreign organizations	
8. Donations, gifts, grants from United Nations	
9. Commercial activity	
10. Other (specify type)	
TOTAL:	

19. Funding applications filed over the previous two years:

Submitted to *(source of financing)*	**For** *(title of project or short description)*	**Date of submission**	**Amount Requested**	**Outcome** *(project was/was not funded)*

20. Technical assistance that the organization has received during the previous twelve months:

Type of Technical Assistance	Institution Providing the Technical Assistance	Consultant(s)

21. Sources of information for potential partners and sources of financing used by the organization for designing and proposing projects within the previous twelve months:

22. Training for organization personnel:

Type of Training Provided	Institution Providing the Training	Trainer(s)	No. of staff in the organization benefiting from the training

23. Scope of technical assistance provided by the organization for other organizations during the previous twelve months:

Type of Technical Assistance Provided by the NGO	Organization Receiving the Technical Assistance	Results

24. Scope of training performed by the organization for other NGOs

Type of Training Provided	Institution Receiving the Training	Trainer(s)	No. of staff in the organization benefiting from the training

Above information certified by:

_____ _____ _____ _____
   (Full name)   *(Title)*   *(Date)*   *(Signature)*

.

FACILITATION TIPS!

Dear facilitator:

The successful implementation of this Institutional Development Assessment (IDA) tool depends greatly on the ability of the facilitator to manage the evaluation session and create a safe environment for all participants to answer the questions with objectivity. The ultimate goal of this process is to support the organizations in identifying the strengths and weaknesses or gaps in their systems, and help them build on their strengths and address the gaps.

The following are some tips that will help you facilitate the session more effectively to achieve its goals:

- Active listening is the key! Listen carefully to everyone, make sure you understand what the speaker is saying, and repeat what you have heard to test your understanding.
- Motivation! Participants need to be motivated and encouraged to participate and express themselves, especially in group evaluations.
- Communicate with everybody using all your senses – hearing, eye contact, body language, etc.
- Make sure that everybody is participating in the evaluation process. This will ensure higher level of objectivity.
- Remember, facilitators should not have opinions! Neutrality and avoiding pre-judgments will help you achieve it.
- Know the Institution and its nature before your session! Knowing the nature of the institution will enhance your performance and participants will appreciate that.
- You are not expected to be an expert on all topics discussed but you should be familiar with the terminologies presented in each section, have a clear understanding of the meaning of each question you ask, and have the ability to give relevant examples that are preferably related to the organization and its work.
- Keep an eye on the time. Give the participants enough time to answer the questions but don't allow the discussions to drag unnecessarily. If participants start asking irrelevant questions then you have to diplomatically cut them off and offer to answer their questions at the end of the session.
- Encourage the dialogue among participants. This will enhance the session, help you get more accurate results and give you and the managers a greater insight about the organization.
- Before conducting the session, make sure you know the number of people participating in the session and prepare your material accordingly. Coordinate with the organizations concerning the logistics and any coffee breaks or stationary that you might need.
- Make sure you use a simple, clear, and suitable language that participants can understand.
- Make sure that all departments and job levels are represented.

WORKSHEET I: MANAGEMENT SYSTEMS

Part 1

	PLEASE CIRCLE THE APPROPRIATE ANSWER	**NO**	**YES**	**Definitely Yes**
1	Is the mission and vision of the organization clear and known to all NGO members and/or staff?	1	2	3
2	Is the organizational structure clear and transparent?	1	2	3
3	Does the organizational structure, with all its different positions, adequately support the objectives and the programs of the organization? For example, does the organization need specialized employees for: fundraising, communication and PR, IT person?	1	2	3
4	Are there clearly defined decision-making procedures? (How any decision is being taken inside the NGO)?	1	2	3
5	Does the organization have a comprehensive strategic plan that includes all strategic planning elements: vision and mission, institutional goals, objectives, target group, activities, budget, monitoring and evaluation tools....etc? (An action plan with activities and date lines only is not enough)	1	2	3
6	Does the organization have a clear and agreed upon internal communication strategy? (Internal communication tools, internal communication policy, internal communication channels...)	1	2	3
7	Are the internal communication procedures clear and known to all staff members? (Example: does the NGO need to develop internal communication policies' manual to include the information flow process (vertical or horizontal), and the communicational activities that aim to enhance the internal communication (regular meetings, letters, emails).	1	2	3
8	Are the board members or general assembly (in some cases) fully involved in formulating the strategic plans?	1	2	3
9	Does the organization have an adequate system for planning the activities?	1	2	3
10	Are staff members involved in the planning of activities?	1	2	3
11	Do all the departments of the organization have clearly defined terms of reference and scope of activities for their departments?	1	2	3
12	Does the organization have an adequate system for recruiting employees? (example: Steps when having a vacancy: create job description, advertise for the vacancy, receive applications, short-listing of applicants, first interview, second interview, presenting the offer, hiring)	1	2	3
13	Does the organization have clear job specifications for all posts? (example: years of experience, educational backgrounds)	1	2	3
14	Do all employees have clearly specified job descriptions?	1	2	3
15	Are there specified criteria and procedures for evaluating the staff job performance? (a system that includes specific criteria and procedures for evaluation that happens periodically and at certain times and feeds into the promotions, salary increase and training plans)	1	2	3
16	Is there an adequate system for training and improving the staff skills?	1	2	3
17	Are there clear guidelines and procedures for the selection and training of volunteers?	1	2	3
18	Does the organization have an approved Human Resources' manual that is disseminated	1	2	3

TOTAL	

Part 2

	PLEASE CIRCLE THE APPROPRIATE ANSWER	Definitely NO	NO	YES	Definitely Yes
1	Decisions are made after consultation with the people to whom the decision applies	1	2	3	4
2	Each staff member has been informed upon recruitment of the vision, mission, objectives and tasks of the organization	1	2	3	4
3	Staff are able to participate in the administrative decisions	1	2	3	4
4	The organization has standard procedures for performing tasks. (i.e. Operations or procedures' manual)	1	2	3	4
5	Each staff member is regularly informed of all important aspects related to the organization. (example: important visits, signing of agreements, new partnerships, administrative changes, institutional development programs)	1	2	3	4
6	The organization periodically reviews the effectiveness of its communication mechanisms based on clear criteria.	1	2	3	4
7	The archiving files for communication and correspondence are comprehensive, systematic, and accessible	1	2	3	4
8	Each staff member knows the criteria according to which her/his work is evaluated	1	2	3	4
9	Each staff member knows and understands the objectives and tasks to be performed in his/her job and how this aligns with the organization's goals.	1	2	3	4
10	The organization rewards initiatives and new ideas generated by staff members, whether with motivational or financial rewards.	1	2	3	4
11	Staff members are encouraged to continuously improve their skills (example: participation in trainings, support and encouragement in case of academic education)	1	2	3	4
12	Organization provides each staff member with an individual career development plan inside the organization.	1	2	3	4
13	Employees are aware of the results of the activities carried out by the organization.	1	2	3	4

TOTAL	

POINTS	STAGE OF DEVELOPMENT
31- 56	START-UP
57 - 80	DEVELOPING
81 - 95	CONSOLIDATING/EXPANDING
96 - 105	FUNCTIONAL

	ORGANIZATION'S SCORE
PART 1	
PART 2	
TOTAL	
STAGE OF DEVELOPMENT	

CONCLUSIONS:

WEAK POINTS:

STRONG POINTS:

WORKSHEET II: FINANCIAL RESOURCES

Part 1

	PLEASE CIRCLE THE APPROPRIATE ANSWER	NO	YES	Definitely Yes
1	Does the organization have transparent guidelines and procedures for making financial decisions?	1	2	3
2	Does the organization have a financial planning and budgeting system for activities in place?	1	2	3
3	Does the organization have a system for evaluating the cost effectiveness of expenditures, to ensure that what has been spent was spent in the best way and for the best prices, and with good return to the organization?	1	2	3
4	Are the organization's accounting books internally monitored and reviewed on a regular basis? (example: balance sheet, reviewing bank statements on a regular basis)	1	2	3
5	Are external audits performed regularly?	1	2	3
6	Does the organization have clear book-keeping procedures?	1	2	3
7	Does the organization have a fundraising system in place?	1	2	3
8	Does the organization collect current information on possible funding sources?	1	2	3
9	Does the organization have renewable sources of financing?	1	2	3
10	Does the organization have more than three sources of financing?	1	2	3
11	Does the organization have at least two sources of financing, each of which constitutes more than 10% of its total annual budget?	1	2	3
12	Are project funds separated appropriately to avoid cross-project financing?	1	2	3
13	Does the organization pay its bills in a regular and timely manner?	1	2	3

TOTAL	

Part 2

	PLEASE CIRCLE THE APPROPRIATE ANSWER	Definitely No	NO	YES	Definitely Yes
1	The financing policies of the organization are clear and stable (Examples: policies of expenditure, funds, financing, cooperation with donors)	1	2	3	4
2	Employees are familiar with the basic procedures for making financial decisions	1	2	3	4
3	Employees are cost-conscious and seek the best way to utilize the funds available and they have the sense of cost cutting.	1	2	3	4
4	Current projects have long-term financial sustainability plans	1	2	3	4
5	Current funds are adequate to meet annual plan	1	2	3	4
6	Financial reports are timely, trusted and available to the general assembly and responsible authority	1	2	3	4
7	The responsible individuals are fully aware of the current financial situation of the organization	1	2	3	4
8	The Accounting Department adopts the organization's procedures for recording of revenue and expenditures	1	2	3	4
9	The organization is in regular contact with donors and sponsors	1	2	3	4
10	The responsible individuals are aware of the results of the on-going efforts to obtain financing	1	2	3	4

TOTAL	

WORKSHEET II: FINANCIAL RESOURCES

POINTS	STAGE OF DEVELOPMENT
23-37	*START-UP*
38-54	*DEVELOPING*
55-70	*CONSOLIDATING/EXPANDING*
71-79	*FUNCTIONAL*

	ORGANIZATION'S SCORE
PART 1	
PART 2	
TOTAL	
STAGE OF DEVELOPMENT	

CONCLUSIONS:

WEAK POINTS:

STRONG POINTS:

WORKSHEET III: EXTERNAL RELATIONS

Part 1

	PLEASE CIRCLE THE APPROPRIATE ANSWER	NO	YES*	Definitely YES
1	Does the organization have established methods and procedures for contacting other organizations, government agencies, and private sector (for-profit companies)?	1	2	3
2	Do the organization's action plans take into account contacts/cooperation with other organizations, government agencies, and the private sector (for-profit companies)?	1	2	3
3	Does the organization have methods and procedures for evaluating the effectiveness of contacts with other organizations, national and government agencies, and the private sector (for-profit companies)? (example: using the correct communication tools, information delivery, approaching the designated target group)	1	2	3
4	Does the organization maintain regular contacts with representatives of governmental entities?	1	2	3
5	Does the organization maintain regular contacts with representatives of the local government or municipal councils?	1	2	3
6	Does the organization maintain regular contact with other Jordanian NGOs?	1	2	3
7	Does the organization maintain regular contacts with Arab and regional NGOs?	1	2	3
8	Does the organization maintain regular contacts with International NGOs?	1	2	3
9	Does the organization maintain regular contact with the private sector (for-profit companies)?	1	2	3
10	Does the organization cooperate in implementing the programs with the national government administration (municipal councils, governorates...)?	1	2	3
11	Does the organization cooperate in planning and implementing the programs with the governmental institutions (ministries, governmental institutions, higher councils, …)	1	2	3
12	Does the organization cooperate in planning and implementing the programs with other Jordanian NGOs?	1	2	3
13	Does the organization cooperate in implementing the programs with the private sector (for-profit companies)?	1	2	3
14	Does the organization regularly carry out lobbying activities with government officials for local causes (Advocacy activities)?	1	2	3
15	Does the organization have a system for promoting itself and its activities?	1	2	3
16	Does the organization have a clear external communication strategy that includes all strategic elements? (Organizational goals for communication, target groups, messages, required activities for promotion, how to deal with the media and communication events and activities, roles and responsibilities of communication and public relations officer, the spokes person of the NGO)	1	2	3
17	Does the organization invite media representatives to its major events and activities?	1	2	3
18	Does the organization maintain regular contacts with the written, audio, electronic and visual media?	1	2	3

TOTAL	

Part 2

	PLEASE CIRCLE THE APPROPRIATE ANSWER	Definitely NO	NO	YES	Definitely YES
1	The organization invites representatives of the private sector and government representatives to participate in the meetings of the executive board, council and general board etc.	1	2	3	4
2	The organization actively seeks to build coalitions with similar organizations.	1	2	3	4
3	The organization prepared and/or participated in preparing new legislation or regulations (locally or nationally).	1	2	3	4
4	The organization networks and promotes its activities through social media networks (YouTube, Facebook, twitter...).	1	2	3	4
5	Staff members are able to identify the organization's current partners.	1	2	3	4
6	The organization's credibility and reputation are not negatively affected by its cooperation with international organizations.	1	2	3	4
7	The organization has an active program of joint activities with other organizations.	1	2	3	4
8	The organization has an active program of joint projects with the appropriate governmental institutions.	1	2	3	4
9	The organization has different communication tools (blurb, backgrounder, publications, newsletter, posters and banners).	1	2	3	4
10	The organization publishes press releases and media activities for all its activities? (press conferences, press meeting, press tours).	1	2	3	4
11	The organization has a comprehensive and regularly updated website?	1	2	3	4
12	All staff in the organization has access to information through the internet?	1	2	3	4
13	The responsible persons know the appropriate procedures to be adopted in governmental institutions.	1	2	3	4
14	The organization holds regular meetings with partners interested in the organization's activities and projects.	1	2	3	4
15	According to the responsible persons, the government authorities treat the organization as a partner.	1	2	3	4
16	Does the organization archive the news related to organization's work (electronic or manual archiving).	1	2	3	4

TOTAL	

WORKSHEET III: EXTERNAL RELATIONS

POINTS	STAGE OF DEVELOPMENT
34-61	*START-UP*
62-87	*DEVELOPING*
88-104	*CONSOLIDATING/EXPANDING*
105-118	*FUNCTIONAL*

	ORGANIZATION'S SCORE
PART 1	
PART 2	
TOTAL	
STAGE OF DEVELOPMENT	

CONCLUSIONS:

WEAK POINTS:

STRONG POINTS:

WORKSHEET IV: PROGRAMS/SERVICE DELIVERY

Part 1

	PLEASE CIRCLE THE APPROPRIATE ANSWER	NO	YES*	Definitely YES
1	Does the organization have a clear, documented and ongoing project monitoring system in place?	1	2	3
2	Does the organization have an adequate system for evaluating the short-term and long-term results of its activities and programs?	1	2	3
3	Does the organization have an adequate system for assessing the needs of its target groups?	1	2	3
4	Is there an adequate system for redesigning the organizations activities, so as to accommodate the needs of its target groups?	1	2	3
5	Does the organization take cultural, geographical and social considerations into account when tailoring its services and programs for a particular target group?	1	2	3
6	Does the organization have a clearly defined system for documenting its programs and services?	1	2	3
7	Does the organization have a comprehensive database of its beneficiary's information? (Includes: name, age, needs, cases description, geographical distribution, contact information...)	1	2	3
8	Does the organization follow up with the target group on its activities and programs to study the impact and effectiveness of its implemented activities?	1	2	3
9	Are potential target groups regularly informed about the organization's activities and services?	1	2	3
10	Do the objectives of the projects and activities serve the objectives of the organization?	1	2	3
11	Does the organization regularly exchange information and compare outputs, experiences, and experiments with other similar organizations?	1	2	3

TOTAL	

Part 2

	PLEASE CIRCLE THE APPROPRIATE ANSWER	Definitely NO	NO	YES	Definitely YES
1	Persons responsible are familiar with the current status of projects.	1	2	3	4
2	Persons responsible and staff are familiar with the results of current activities.	1	2	3	4
3	There is regular contact between target groups and the organization.	1	2	3	4
4	The organization conducts its own research and surveys.	1	2	3	4
5	Research conducted or commissioned by the organization is referred to and used by other NGOs as a credible source of information.	1	2	3	4
6	The organization regularly assesses target group satisfaction (questionnaire, assessment, focus groups).	1	2	3	4
7	The organization has a participatory interactive system for assessing its impact on the target group.	1	2	3	4
8	The organization has standards for maintaining the quality of the services provided.	1	2	3	4
9	The organization has significantly modified its programs in response to client needs during the last 12 months.	1	2	3	4
10	The organization has introduced new solutions or used new mechanisms to improve its programs during the last 12 months.	1	2	3	4

TOTAL	

WORKSHEET IV: PROGRAMS/SERVICE DELIVERY

POINTS	STAGE OF DEVELOPMENT
21-38	*START-UP*
39-54	*DEVELOPING*
55-64	*CONSOLIDATING/EXPANDING*
65-73	*FUNCTIONAL*

	ORGANIZATION'S SCORE
PART 1	
PART 2	
TOTAL	
STAGE OF DEVELOPMENT	

CONCLUSIONS:

WEAK POINTS:

STRONG POINTS:

ENDNOTES:

---

1 The introduction to the Institutional Development Assessment (IDA) is based on the Institutional Assessment Instrument (September 1995) provided by World Learning. The present IDA was created in consultation with Open Society Network technical assistants and in cooperation with Wojciech Marchlewski. The IDA was written by Tomasz Schimanek and edited by Michael Kott. The current version was adapted according to Jordanian Laws in 2009 by the Jordan Civil Society Program -Academy for Educational Development (AED). The tool was further amended as per the feedback received from the different NGOs to come up with this latest version in 2011.*

*FHI 360 has acquired the programs, expertise and assets of AED